

Consolidated Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2010

Company name: Yamato Holdings Co., Ltd.
 Listing: Tokyo Stock Exchange
 Stock code: 9064
 URL: <http://www.yamato-hd.co.jp/>
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 Scheduled date of the submission of the quarterly securities report: February 12, 2010
 Scheduled date of the commencement of dividend payment: —

(Amounts less than 1 million yen are discarded.)

1. Consolidated financial results for the third quarter of fiscal year 2010 (cumulative: from April 1, 2009 to December 31, 2009)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

For the nine months ended	Operating revenue		Operating income		Ordinary income		Net income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2009	921,964	(5.6)	61,910	6.3	63,234	6.3	34,287	13.6
December 31, 2008	976,920	—	58,268	—	59,500	—	30,188	—

For the nine months ended	Net income per share	Net income per share - fully diluted
	Yen	Yen
December 31, 2009	76.55	75.58
December 31, 2008	68.12	66.66

(2) Consolidated financial position

As of	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
December 31, 2009	907,223	524,058	56.6	1,131.19
March 31, 2009	869,605	486,258	54.7	1,073.86

(Reference) Equity: As of December 31, 2009: 513,302 million yen As of March 31, 2009: 475,814 million yen

2. Dividends

	Dividends per share				
	First quarter	Second quarter	Third quarter	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal 2009	—	11.00	—	11.00	22.00
Fiscal 2010	—	11.00	—	—	—
Fiscal 2010 (Forecast)	—	—	—	11.00	22.00

(Note) Revisions to the forecasts in the third quarter of fiscal 2010: None

3. Consolidated earnings forecasts for fiscal year 2010 (from April 1, 2009 to March 31, 2010)

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating income		Ordinary income		Net income		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	1,196,000	(4.5)	60,000	7.7	62,000	7.2	32,000	25.4	70.52

(Note) Revisions to the forecasts in the third quarter of fiscal 2010: Yes

4. Others

(1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation): None

(2) Application of simplified accounting and specific accounting for preparing the quarterly consolidated financial statements: Yes

Note: For further details, please refer to "4. Others" of "[Qualitative Information, Financial Statements and Others]" on page 7.

(3) Changes in accounting policies, procedures, and methods of presentation for preparing the quarterly consolidated financial statements (changes described in the section of "Changes in significant matters forming the basis of preparing the quarterly consolidated financial statements")

a. Changes due to revision to accounting standards, etc.: None

b. Changes other than a.: None

(4) Number of issued shares (common stock)

a. Number of issued shares as of the end of the period (including treasury stock)

As of December 31, 2009: 468,052,892 shares

As of March 31, 2009: 457,315,176 shares

b. Number of treasury shares as of the end of the period

As of December 31, 2009: 14,280,626 shares

As of March 31, 2009: 14,227,149 shares

c. Average number of shares during the period (cumulative from the beginning of the fiscal year)

For the nine months ended December 31, 2009: 447,882,414 shares

For the nine months ended December 31, 2008: 443,154,649 shares

*Proper use of earnings forecasts and other noteworthy events

Descriptions of the above financial projections and other data are based on information currently available to the Company and certain assumptions that we consider to be reasonable. Actual financial results may differ significantly from the projections for various reasons. For points to note when using such assumptions and financial projections, please see "3. Qualitative information on consolidated earnings forecasts" of "[Qualitative Information, Financial Statements and Others]" on page 7.

[Qualitative Information, Financial Statements and Others]

1. Qualitative information on consolidated operating results

The Yamato Group is steadily expanding the Delivery Business, which centers on the Takkyubin service. At the same time, the Group is implementing business strategies to achieve continued growth of the Group as a whole by fully utilizing the management resources it has accumulated up until now. Based on these business strategies, the Group provides services that make the lives of customers more convenient and works proactively on the creation of new values by combining information technology (IT), logistics technology (LT) and financial technology (FT) functions, on top of its robust Takkyubin network, the backbone of operations.

During the nine months ended December 31, 2009, despite harsh circumstances such as companies adjusting production due to the economic slump and the further erosion of consumption activity, the business environment was observed to move towards recovery in some areas, as seen in the growth in the mail-order market.

In the Delivery Business, by achieving greater sophistication in the Takkyubin network by, for example, improving the pickup and delivery system through the utilization of part-time employees and strengthening the functions at distribution terminals, efforts were focused on improving the quality of services. By utilizing this more sophisticated network, we actively proposed solutions to challenges faced by customers, and as a result, the Group achieved higher delivery volumes for both Takkyubin and the Kuroneko Mail compared with the year-ago period. Furthermore, the earnings structure is steadily being improved; for example, various productivity improvement measures, to which the Group has given high priority since the previous fiscal year, have successfully yielded higher profit.

With respect to the non-delivery businesses, the Yamato Group's unique, newly established value-added services which offer greater convenience, better business efficiency and cost reductions have delivered strong performances such as by unearthing latent customer needs. The business overall, however, was impacted by the economic slump.

As a result of the above, our consolidated financial results for the nine months ended December 31, 2009 were as follows. Please note that associated with the accounting change for the freightage payable to airlines from the fiscal year under review, operating revenue and operating expenses decreased 24,552 million yen each while operating income, ordinary income and net income were not affected.

(Millions of yen)

Item	For the nine months ended December 31, 2008	For the nine months ended December 31, 2009	Change	Growth (%)
Operating revenue	976,920	921,964	(54,956)	(5.6)
Operating income	58,268	61,910	3,641	6.3
Ordinary income	59,500	63,234	3,734	6.3
Net income	30,188	34,287	4,098	13.6

Status of management measures

- a. Based on the medium-term management plan "Create Satisfaction Three-Year Plan" that started from April 2008, the Yamato Group undertakes management measures to contribute to the realization of an affluent society through the creation of new business models in the Japanese market and the expansion of the business area to the Asia region.
- b. Inside the Japanese market, the Group further promoted various business models that were launched in the previous fiscal year. By continuing in the future to create business models that possess functions unique to the Yamato Group, the Group aims to reduce distribution costs of corporate clients while raising the convenience of end-user customers and steadily achieve market penetration.
- c. As part of the expansion of the business area to the Asia region, the Company made Chinese logistics company Shanghai Bus Logistics Co., Ltd, its subsidiary (now: Yamato Transport (China) Co., Ltd.) and then passed a resolution to start the Takkyubin service in Singapore. Since January it has started Takkyubin services in both countries, providing new value that was previously nonexistent such as Cool Takkyubin and Time Designated Delivery. Looking ahead, the Group shall contribute to the realization of an affluent society for people living in Asia through the provision of high quality parcel delivery services.
- d. As part of measures to improve the investment environment for the shareholders, the Company passed a resolution at its Board of Directors meeting to lower the investment unit. As a result, the share unit has been changed from 1000 shares to 100 shares. Yamato Holdings will further improve its share liquidity to enhance shareholder value by expanding the investor base.

An overview of operations by business segment is as follows.

Delivery

The delivery volumes of Takkyubin and Kuroneko Mail services are as follows.

Category	(Million parcels / units)			
	For the nine months ended December 31, 2008	For the nine months ended December 31, 2009	Change	Growth (%)
Takkyubin	977	984	7	0.8
Kuroneko Mail	1,682	1,690	8	0.5

- a. In the Takkyubin service, driven by the basic corporate philosophy of "Total Reliability," the Yamato Group works on business evolution to make the lives of customers more convenient by utilizing its management resources. For its corporate clients, the Group actively promoted business models that achieve both sales expansion and cost reductions for the client by utilizing the Yamato Group's total service capability. For individual customers, the Group worked on expanding its membership service "Kuroneko Members." Also, with respect to the Takkyubin network, which is social infrastructure, the Group focused on achieving a greater level of sophistication and raising the service quality by improving the pickup and delivery system through the utilization of part-time employees and strengthening the functions at distribution terminals. As a result, Takkyubin delivery volumes for the nine months ended December 31, 2009 were higher than the year-ago period and businesses steadily grew.
- b. In the Kuroneko Mail service, solid performances were achieved for both delivery volumes and revenue as a result of expanding various value-added services particularly for corporate clients. Such services included the Kuroneko Mail Express Service, software for preparing address labels, and enclosing and sealing of printed materials.
- c. In the Domestic Airline service, the Group newly launched a shared delivery service that utilizes a speedy delivery network comprised of 11 domestic air cargo companies and offers a same-day delivery service with top-class nationwide coverage. The development of this service is allowing the Group to propose various distribution models and help corporate clients expand their sales network.
- d. Operating revenue amounted to 749,669 million yen, down 4.2% from the year-ago period due in part to the lowering of the Takkyubin unit price and the accounting change for the freightage for domestic air cargo transport to airlines. On the other hand, operating income amounted to 44,856 million yen, an increase of 12.9% from the year-ago period as a result of Group achievements such as constraining personnel costs by improving labor productivity, and reducing vehicle hiring expenses.

BIZ-Logistics

- a. In the BIZ-Logistics Business, the Yamato Group is engaged in business evolution to provide customers with new values by combining management resources such as the Takkyubin network and the logistics know-how accumulated in the Group.
- b. In the sales & logistics service business, we work on business evolution to significantly improve mail-order convenience. For example, web-based mail-order has been increasing in popularity in recent years, and we newly established a dedicated distribution center in Fukuoka and Ariake (Tokyo) specifically for Today Shopping Service, a service designed to serve the needs of the customers who wish to quickly receive the products they order, with a view to expanding the area of this business. Also, we undertook to further enhance the range of services on offer such as by newly starting product delivery that can be as fast as four hours in some areas and expanded trading to include new mail-order companies.
- c. Operating revenue amounted to 57,354 million yen, down 21.9% from the year-ago period. Although there was expansion in the domestic business, mainly in the sales & logistics service business, the shipment volume of the trade logistics service business declined due to the global recession and the accounting change for the freightage payable to airlines also had an impact. Operating income was 1,644 million yen, down 44.9% from the year-ago period.

Home Convenience

- a. In the Home Convenience Business, by utilizing the network made up of the management resources of the Yamato Group, we have been developing high value-added services and providing customers with convenient and comfortable living. In this business, in order to secure stable revenues in the moving market, which has contracted in recent years, we are carrying out business transformation that involve strengthening our delivery with installation business and strengthening our position in the moving market for companies who organize their employee relocations.
- b. In the delivery with installation business, we have been developing a service that includes performing the necessary assembly and installation tasks required when furniture and electronic appliances are delivered. By providing the highly technical capability to connect electronic appliances that have become more complicated in recent years at the same time as the product's delivery, we aim to differentiate our services from those of our competitors, which we believe is a strategic step towards future expansion of revenues.
- c. To strengthen our position in the moving market for corporate employee relocations, we started to provide a moving support system for employee relocations that makes it possible to apply for this moving service and check on the status of the move via the Internet. This system lightens the work load of the companies that organize moving for employees, thus improving convenience.
- d. Operating revenue amounted to 36,294 million yen, down 5.4% from the year-ago period due to the impact of the slump in the moving market. Also, due to subcontracting expense reductions achieved by shifting various operations to in-house, operating expenses were improved by 2,459 million yen from the year-ago period, but this was not enough to offset the decrease in revenues, and the Home Convenience Business posted an operating loss of 1,414 million yen.

e-Business

- a. The core of activity in the e-Business is streamlining of business processes, which entailed development and provision of information systems. Based on this, we actively proposed to our corporate clients solutions to expand sales and reduce costs.
- b. As part of Web-based mail order solutions, we have been developing our Net Super Support Service that is aimed at retail clients such as supermarkets and department stores and provides in one solution package the construction of a Web system, product delivery, and payment settlement. This service, which draws on the complex functions of the Yamato Group, has earned a reputation for enabling the rapid and low price introduction of a net-based supermarket, leading to an increase in customers who use this service.
- c. As part of e-logistic tracing solutions, we provide the SCM Tracing Service, which helps to reduce inventory volume through information management of client products and equipment. Sales of this service expanded particularly to companies who handle products and equipment requiring individual management, such as cable TV companies, helping e-logistic tracing solutions to grow as business.
- d. Operating revenue was down 1.2% from the year-ago period to 23,828 million yen as a result of a decline in demand from existing corporate clients, despite an expansion of services aimed at the credit card industry and services related to web-based mail-order. Operating income was 4,562 million yen, down 1.6% from the year-ago period.

Financial

- a. In the Financial Business, the Yamato Group is endeavoring to respond to every means of settlement to meet the needs of customers in an effort to promote business expansion from collection on product delivery to B2B logistics settlement.
- b. Based on this policy, we have been working hard to improve convenience when paying for freightage by, for example, sequentially providing support for electronic money settlement in the approximately 3,900 service offices of Yamato Transport Co., Ltd. nationwide. In the collect business, by using, in addition to payment settlement functions, the management resources of each company in the Yamato Group, we have actively promoted distribution solutions with payment settlement functions that solve the needs of corporate clients and strived to secure revenues.
- c. Operating revenue was down 2.4% from the year-ago period to 39,840 million yen due to the impact of stricter laws and regulations for the shopping credit business, despite firm number of payment settlement transactions of the Takkyubin Collect service. In the meantime, on account of the Group's successful efforts to prevent the occurrence of the bad debts in the shopping credit business, operating income was 8,180 million yen, up 0.5% from the year-ago period.

Truck Maintenance

- a. In the Truck Maintenance Business, the Yamato Group works on business evolution to help solve the problems of customers who use trucks, buses and other vehicles in their operations by utilizing as a management resource the technology and quality that has been surely developed from the servicing and maintenance operations of Yamato Group vehicles.
- b. Based on this policy, the Yamato Group has developed an "Off-Time Vehicle Inspection," whereby it conducts vehicle inspections during non-operating hours of customer vehicles, and it offers customers the convenience of checkups and vehicle inspections without stopping operations. We also contribute to customers' achievement in compliance such as full implementation of statutory vehicle inspections by following a system that enables total management of information such as vehicle maintenance history. In the nine months ended December 31, 2009, the Atsugi Plant and the Nishi Osaka Plant were completed in October and November respectively, which helped to further proceed in business evolution.
- c. Operating revenue amounted to 11,736 million yen, a decrease of 15.8% from the year-ago period due to the impact of lower revenues from fuel sales caused by the fall in crude oil prices in the first half of the period. In the meantime, operating income was 1,339 million yen, down 18.3% from the year-ago period due to an increase in upfront investment costs such as the opening of new maintenance plants and the new introduction of the maintenance mission critical system.

Other

- a. With respect to "JITBOX Charter" service, the Yamato Group took aggressive marketing approaches, supported by a sales structure composed of 15 Group companies, to promote market penetration of its product characteristics in inter-company distribution such as just-in-time and frequent, right-volume delivery by transport box. However, operating revenue decreased from the year-ago period due partly to sluggish shipment movements as a result of production adjustment by companies.
- b. Operating income in other businesses excluding dividends which Yamato Holdings Co., Ltd. received from Group companies grew 52.2% from the year-ago period to 1,501 million yen.

2. Qualitative information on consolidated financial position

Total assets were 907,223 million yen as of December 31, 2009, up 37,617 million yen from the end of the previous fiscal year. This was primarily because of an increase of 43,302 million yen in notes and accounts receivable-trade.

Liabilities decreased 181 million yen to 383,165 million yen from the end of the previous fiscal year. Major factors included the increase of 21,742 million yen in notes and accounts payable-trade on one hand, and on the other, a decline of 13,063 million yen in the 7th unsecured convertible bonds and a decline of 8,201 million yen in loans. Total net assets were 524,058 million yen, up 37,799 million yen from the end of the previous fiscal year. This reflects the recording of 34,287 million yen in net income and the increases of 6,506 million yen respectively in both capital stock and capital surplus due to the issuance of new shares following a demand to convert the 7th unsecured convertible bonds.

Accordingly, the equity ratio changed to 56.6% from 54.7% as of the end of the previous fiscal year.

Net cash provided by operating activities for the nine months ended December 31, 2009 amounted to 40,023 million yen. Major factors included 61,659 million yen in income before income taxes and minority interests on one hand, and on the other, the payment of 27,720 million yen in income taxes.

Net cash used in investing activities was 24,228 million yen, reflecting 22,559 million yen in purchase of property, plant and equipment.

Net cash used in financing activities totaled 20,384 million yen, due mainly to 8,201 million yen in repayment of loans and the payment of 9,353 million yen in dividends.

As a result, cash and cash equivalents were 169,973 million yen as of December 31, 2009, down 4,528 million yen from the end of the previous fiscal year.

3. Qualitative information on consolidated earnings forecasts

Concerning the future state of the economy, the future climate still remains unclear and the severe business environment is anticipated to continue.

Under such circumstances, the Yamato Group aims to utilize the management resources of the Group to develop aggressive proposal-type marketing. However, because the economic recovery continues to be slow, the Group anticipates that this will continue to impact earnings. As a result the Yamato Group has decided to change its forecast of operating revenue from the previous announcement. No changes have been made to operating income, ordinary income and net income because the Group expects to achieve cost reductions through ongoing measures to improve productivity.

4. Others

- (1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation)
Not applicable.
- (2) Application of simplified accounting and specific accounting for preparing the quarterly consolidated financial statements
Calculation of tax expenses
Tax expenses are calculated by multiplying the income before income taxes by the reasonably estimated effective tax rates after the application of tax effect accounting to the income before income taxes for the fiscal year including the third quarter under review. Please note that "income tax-deferred" is included in "income taxes" in the statements.
- (3) Changes in accounting policies, procedures, and methods of presentation for preparing the quarterly consolidated financial statements
Not applicable.

5. Consolidated financial statements

(1) Consolidated balance sheets

(Millions of yen)

	As of December 31, 2009	As of March 31, 2009 (Summary)
Assets		
Current assets		
Cash and deposits	175,223	179,753
Notes and accounts receivable-trade	181,707	138,404
Accounts receivable-installment	58,004	62,061
Lease investment assets	17,905	19,777
Merchandise and finished goods	895	854
Work in process	662	325
Raw materials and supplies	1,139	1,207
Other	46,533	38,728
Allowance for doubtful accounts	(4,654)	(5,405)
Total current assets	477,416	435,708
Noncurrent assets		
Property, plant and equipment		
Buildings and structures	263,071	261,077
Accumulated depreciation	(144,090)	(139,492)
Buildings and structures, net	118,980	121,584
Vehicles	179,701	177,590
Accumulated depreciation	(161,382)	(157,186)
Vehicles, net	18,319	20,403
Land	181,399	177,760
Lease assets	16,096	15,338
Accumulated depreciation	(9,153)	(6,500)
Lease assets, net	6,943	8,837
Other	103,269	98,447
Accumulated depreciation	(74,067)	(68,229)
Other, net	29,201	30,218
Total property, plant and equipment	354,844	358,804
Intangible assets		
Goodwill	778	998
Other	11,284	9,946
Total intangible assets	12,063	10,944
Investments and other assets		
Investment securities	20,754	19,611
Other	44,262	47,287
Allowance for doubtful accounts	(2,040)	(2,684)
Allowance for investment loss	(91)	(91)
Total investments and other assets	62,886	64,123
Total noncurrent assets	429,794	433,873
Deferred assets		
Bond issuance cost	12	23
Total deferred assets	12	23
Total assets	907,223	869,605

(Millions of yen)

	As of December 31, 2009	As of March 31, 2009 (Summary)
Liabilities		
Current liabilities		
Notes and accounts payable-trade	139,641	117,898
Short-term loans payable	40,297	43,198
Current portion of bonds	5,000	—
Lease obligations	3,065	4,140
Income taxes payable	16,590	17,569
Deferred installment income	9,442	11,556
Provision for bonuses	10,294	26,759
Other	90,919	54,649
Total current liabilities	<u>315,251</u>	<u>275,772</u>
Noncurrent liabilities		
Bonds payable	—	5,000
Convertible bonds	—	13,063
Long-term loans payable	31,846	37,147
Lease obligations	4,104	4,878
Provision for retirement benefits	28,019	28,396
Provision for directors' and auditors' retirement benefits	7	7
Other	3,936	19,081
Total noncurrent liabilities	<u>67,913</u>	<u>107,574</u>
Total liabilities	<u>383,165</u>	<u>383,346</u>
Net assets		
Shareholders' equity		
Capital stock	127,234	120,728
Capital surplus	121,315	114,814
Retained earnings	290,413	266,035
Treasury stock	(26,503)	(26,437)
Total shareholders' equity	<u>512,459</u>	<u>475,140</u>
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	1,705	1,552
Foreign currency translation adjustment	(862)	(877)
Total valuation and translation adjustments	<u>842</u>	<u>674</u>
Minority interests	<u>10,755</u>	<u>10,443</u>
Total net assets	<u>524,058</u>	<u>486,258</u>
Total liabilities and net assets	<u>907,223</u>	<u>869,605</u>

(2) Consolidated statements of income (cumulative)

(Millions of yen)

	For the nine months ended December 31, 2008	For the nine months ended December 31, 2009
Operating revenue	976,920	921,964
Operating cost	896,845	839,107
Operating gross profit	80,074	82,856
Selling, general and administrative expenses	21,805	20,945
Operating income	58,268	61,910
Non-operating income		
Interest income	175	101
Dividends income	620	408
Subsidies for low-emission vehicles	—	689
Other	1,963	1,452
Total non-operating income	2,759	2,653
Non-operating expenses		
Interest expenses	732	524
Other	796	804
Total non-operating expenses	1,528	1,329
Ordinary income	59,500	63,234
Extraordinary income		
Gain on sales of noncurrent assets	52	60
Gain on sales of investment securities	128	37
Gain on sales of subsidiaries' and affiliates' stocks	165	—
Settlement received	—	166
Compensation for transfer	422	36
Other	23	—
Total extraordinary income	792	301
Extraordinary loss		
Loss on retirement of noncurrent assets	829	337
Impairment loss	604	1,068
Loss on sales of stocks of subsidiaries and affiliates	522	—
Loss on valuation of investment securities	2,397	264
Other	464	206
Total extraordinary losses	4,817	1,876
Income before income taxes and minority interests	55,474	61,659
Income taxes	25,116	27,147
Minority interests in income	169	225
Net income	30,188	34,287

(3) Consolidated statements of cash flows

(Millions of yen)

	For the nine months ended December 31, 2008	For the nine months ended December 31, 2009
Cash flows from operating activities		
Income before income taxes and minority interests	55,474	61,659
Depreciation and amortization	30,379	28,878
Impairment loss	604	1,068
Increase (decrease) in provision for retirement benefits	937	(377)
Increase (decrease) in provision for bonuses	(17,356)	(16,483)
Loss (gain) on valuation of investment securities	2,397	264
Decrease (increase) in notes and accounts receivable-trade	(31,981)	(38,447)
Increase (decrease) in notes and accounts payable-trade	34,014	22,024
Other	4,109	9,853
Subtotal	78,578	68,441
Interest and dividends income received	789	506
Interest expenses paid	(1,448)	(1,204)
Income taxes paid	(27,355)	(27,720)
Net cash provided by (used in) operating activities	50,563	40,023
Cash flows from investing activities		
Purchase of property, plant and equipment	(24,907)	(22,559)
Proceeds from sales of property, plant and equipment	475	291
Purchase of investment securities	(3,264)	(314)
Proceeds from sales of investment securities	13,158	58
Payments of loans receivable	(876)	(898)
Collection of loans receivable	1,457	1,408
Other payments	(3,643)	(4,305)
Other proceeds	2,503	2,091
Net cash provided by (used in) investing activities	(15,097)	(24,228)
Cash flows from financing activities		
Increase in short-term loans payable	88,900	62,900
Decrease in short-term loans payable	(89,101)	(65,800)
Repayments of finance lease obligations	(3,436)	(3,364)
Proceeds from long-term loans payable	7,000	—
Repayment of long-term loans payable	(15,301)	(5,301)
Redemption of bonds	—	(51)
Cash dividends paid	(9,667)	(9,353)
Other	(339)	584
Net cash provided by (used in) financing activities	(21,946)	(20,384)
Effect of exchange rate change on cash and cash equivalents	(182)	15
Net increase (decrease) in cash and cash equivalents	13,338	(4,574)
Cash and cash equivalents at beginning of period	142,321	174,502
Increase in cash and cash equivalents from newly consolidated subsidiary	100	62
Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	—	(16)
Cash and cash equivalents at end of period	155,760	169,973

(4) Notes to premise of going concern
Not applicable.

(5) Segment information
[Segment information by business]
For the nine months ended December 31, 2008

(Millions of yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business	Financial
Operating revenue					
(1) Operating revenue from customers	782,758	73,401	38,369	24,122	40,812
(2) Inter-segment operating revenue or transfers	32,117	9,044	12,067	15,179	2,649
Total	814,876	82,445	50,437	39,302	43,461
Operating expenses	775,161	79,461	51,857	34,666	35,322
Operating income (loss)	39,714	2,983	(1,420)	4,635	8,139

	Truck Maintenance	Other	Total	Eliminations or corporate	Consolidated
Operating revenue					
(1) Operating revenue from customers	13,938	3,516	976,920	—	976,920
(2) Inter-segment operating revenue or transfers	19,741	43,074	133,873	(133,873)	—
Total	33,680	46,591	1,110,793	(133,873)	976,920
Operating expenses	32,040	24,275	1,032,786	(114,134)	918,651
Operating income (loss)	1,639	22,315	78,007	(19,738)	58,268

For the nine months ended December 31, 2009

(Millions of yen)

	Delivery	BIZ-Logistics	Home Convenience	e-Business	Financial
Operating revenue					
(1) Operating revenue from customers	749,669	57,354	36,294	23,828	39,840
(2) Inter-segment operating revenue or transfers	33,781	8,255	11,688	16,021	3,233
Total	783,451	65,609	47,982	39,849	43,073
Operating expenses	738,594	63,964	49,397	35,286	34,892
Operating income (loss)	44,856	1,644	(1,414)	4,562	8,180

	Truck Maintenance	Other	Total	Eliminations or corporate	Consolidated
Operating revenue					
(1) Operating revenue from customers	11,736	3,240	921,964	—	921,964
(2) Inter-segment operating revenue or transfers	18,519	39,734	131,233	(131,233)	—
Total	30,256	42,974	1,053,197	(131,233)	921,964
Operating expenses	28,917	24,736	975,790	(115,737)	860,053
Operating income (loss)	1,339	18,238	77,406	(15,495)	61,910

[Segment information by geographical area]

For the nine months ended December 31, 2008

(Millions of yen)

	Japan	U.S.A.	Europe	Asia	Total	Eliminations or corporate	Consolidated
Operating revenue							
(1) Operating revenue from customers	959,648	9,105	2,742	5,423	976,920	—	976,920
(2) Inter-segment operating revenue or transfers	3,961	2,965	1,348	2,902	11,177	(11,177)	—
Total	963,609	12,071	4,090	8,326	988,097	(11,177)	976,920
Operating expenses	905,580	11,685	4,070	8,202	929,538	(10,887)	918,651
Operating income	58,029	386	19	123	58,558	(290)	58,268

For the nine months ended December 31, 2009

(Millions of yen)

	Japan	U.S.A.	Europe	Asia	Total	Eliminations or corporate	Consolidated
Operating revenue							
(1) Operating revenue from customers	911,479	5,410	1,898	3,175	921,964	—	921,964
(2) Inter-segment operating revenue or transfers	3,182	2,401	977	2,082	8,643	(8,643)	—
Total	914,661	7,812	2,875	5,257	930,607	(8,643)	921,964
Operating expenses	852,662	7,606	2,938	5,387	868,595	(8,541)	860,053
Operating income (loss)	61,999	206	(63)	(129)	62,012	(101)	61,910

[Overseas operating revenue]
For the nine months ended December 31, 2008

(Millions of yen)

	North America	Other regions	Total
I. Overseas operating revenue	9,321	9,290	18,612
II. Consolidated operating revenue			976,920
III. Ratio of overseas operating revenue to consolidated operating revenue (%)	1.0	0.9	1.9

For the nine months ended December 31, 2009

(Millions of yen)

	North America	Other regions	Total
I. Overseas operating revenue	5,512	5,767	11,279
II. Consolidated operating revenue			921,964
III. Ratio of overseas operating revenue to consolidated operating revenue (%)	0.6	0.6	1.2

Notes: 1. Method of grouping countries or regions, and major countries or regions belonging to groups

(1) Method of grouping countries or regions: Grouped according to geographical proximity.

(2) Major countries or regions belonging to groups

North America: U.S.A.

Other regions: The Netherlands, U.K., France, Hong Kong, Taiwan, Singapore, Guangzhou and Shanghai

2. Overseas operating revenue refers to operating revenue of the Company and consolidated subsidiaries that were generated in countries or regions outside of Japan.

(6) Notes on significant changes in the amount of shareholders' equity

For the nine months ended December 31, 2009, the Yamato Group issued new shares following a demand to convert the 7th unsecured convertible bonds and both capital stock and capital surplus respectively increased by 6,506 million yen. As a result, as of December 31, 2009, capital stock was 127,234 million yen and capital surplus was 121,315 million yen.

6. Other information

[Operating revenue by business]

(Millions of yen)

Business segment		For the nine months ended December 31, 2008	Ratio	For the nine months ended December 31, 2009	Ratio	Change	Fiscal 2009	Ratio
			%		%	%		%
Delivery	Takkyubin	631,406	64.6	617,784	67.0	(2.2)	795,747	63.5
	Kuroneko Mail	109,422	11.2	110,286	12.0	0.8	145,054	11.6
	Express	54,921	5.6	36,526	4.0	(33.5)	70,330	5.6
	Others	44,793	4.6	43,481	4.7	(2.9)	62,243	5.0
	Eliminations	(57,786)	(5.9)	(58,409)	(6.4)	1.1	(75,477)	(6.0)
	Total	782,758	80.1	749,669	81.3	(4.2)	997,898	79.7
BIZ-Logistics	Trading logistics service	44,027	4.5	24,744	2.7	(43.8)	53,445	4.3
	Sales & logistics service	18,740	1.9	20,407	2.2	8.9	25,110	2.0
	Multi maintenance	4,497	0.5	4,854	0.5	7.9	6,004	0.5
	Export Factory	3,733	0.4	2,379	0.3	(36.3)	4,607	0.3
	Others	25,404	2.6	24,036	2.6	(5.4)	32,558	2.6
	Eliminations	(23,001)	(2.4)	(19,067)	(2.1)	(17.1)	(28,778)	(2.3)
	Total	73,401	7.5	57,354	6.2	(21.9)	92,947	7.4
Home Convenience	Delivery with installation	15,805	1.6	15,357	1.7	(2.8)	20,723	1.7
	Moving solution	20,157	2.0	18,767	2.0	(6.9)	30,041	2.4
	Merchandise distribution	14,487	1.5	13,872	1.5	(4.2)	18,686	1.5
	Eliminations	(12,081)	(1.2)	(11,702)	(1.3)	(3.1)	(16,136)	(1.3)
	Total	38,369	3.9	36,294	3.9	(5.4)	53,315	4.3
e-Business	e-logistic tracing solution	7,944	0.8	8,224	0.9	3.5	10,573	0.8
	Credit card solution	4,442	0.4	4,858	0.5	9.4	5,896	0.5
	IT operating solution	3,486	0.4	3,202	0.4	(8.2)	4,612	0.4
	Web-based mail order solution	4,662	0.5	4,925	0.5	5.6	6,052	0.5
	Others	23,042	2.4	21,158	2.3	(8.2)	29,951	2.4
	Eliminations	(19,456)	(2.0)	(18,542)	(2.0)	(4.7)	(24,813)	(2.0)
	Total	24,122	2.5	23,828	2.6	(1.2)	32,272	2.6
Financial	Takkyubin Collect	24,098	2.5	24,893	2.7	3.3	31,753	2.5
	Lease	12,474	1.3	12,280	1.3	(1.6)	16,723	1.3
	Shopping credit	6,453	0.7	5,215	0.6	(19.2)	8,350	0.7
	Others	530	0.0	737	0.1	39.1	673	0.1
	Eliminations	(2,744)	(0.3)	(3,286)	(0.4)	19.7	(3,894)	(0.3)
	Total	40,812	4.2	39,840	4.3	(2.4)	53,607	4.3
Truck Maintenance	Truck maintenance	30,405	3.1	29,282	3.2	(3.7)	38,343	3.1
	Others	3,653	0.4	3,466	0.4	(5.1)	4,895	0.4
	Eliminations	(20,120)	(2.1)	(21,012)	(2.3)	4.4	(25,684)	(2.1)
	Total	13,938	1.4	11,736	1.3	(15.8)	17,554	1.4
Other	JITBOX Charter service	1,836	0.2	1,775	0.2	(3.3)	2,391	0.2
	Others	45,419	4.7	42,051	4.6	(7.4)	53,112	4.2
	Eliminations	(43,739)	(4.5)	(40,586)	(4.4)	(7.2)	(51,178)	(4.1)
	Total	3,516	0.4	3,240	0.4	(7.8)	4,326	0.3
	Total	976,920	100.0	921,964	100.0	(5.6)	1,251,921	100.0